

Corporate Social Responsibility (CSR) and Conflict Management: A Case Study of SPDC's Framework in Rivers State, Nigeria

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Abstract. Earlier years had seen the Niger Delta of Nigeria as a hot-bed of violence and conflict owing to the concentration of rich natural resources qualified as the “black gold” in the region. In recent time the appetite to manage and quell crises in the region has become a very fundamental course, as both state and non-state actors have devised one approach or the other to salvage the situation, and one of such approach is the corporate social responsibility framework. This study examined the nexus between Shell Petroleum Development Company (SPDC) corporate social responsibility framework and conflict management in oil bearing communities of Rivers State, Nigeria. Stakeholder theory was adopted as the theoretical framework. Data were collected through the use of questionnaire, interview and focus group discussion. The data were quantitatively and qualitatively analyzed using frequency tables, percentages, and charts. Chi-square statistical technique was used to test the hypotheses. The findings showed a significant relationship between non pro-poor corporate social responsibility and persistent social resistance in oil bearing communities. Findings further reveal that a positive relationship exists between economic growth, empowerment and reduction in social conflict. The study also reveals that Projects and policies based on need assessment are capable of reducing social conflict. The study recommends that SPDC should adopt a more functional approach to ensure pro-poor based corporate social responsibility investment. Evolve a sustainable Human capital development and further incorporate the local community as stakeholders.

Keywords: Corporate social responsibility, Conflict, conflict management, social investment, SPDC, community resistance, economic empowerment.

1. Background

In the past, the Niger Delta of Nigeria was perceived as a hot-bed of violence and conflict owing to the

concentration of rich natural resources qualified as the “black gold” in the region. Even in present times, especially in certain quarters, the region is still seen in that light – an epicentre of oil-related violence. As pointed out by World Bank (2003), a strong connection exists between eruption of armed conflict and the presence of exploitable natural resources. Such hypothesis has been tested and affirmed in various oil bearing communities in sub-Saharan Africa, especially the Niger Delta of Nigeria. The reason as adumbrated is obviously in the existence of continued neglect and persistent poverty in the midst of so much wealth and resources. Agreeing, Moro (2008) argues that:

“The poor conditions of life in the rural areas are generally the result of wrong policies, poor planning and misallocation of resources and a tale of unbelievable waste of huge chunk of the country’s human resources”.

Moro is not alone in this conclusion, as Ejumudo (2014), Nkpah et al (2013) and Newsom (2011) are equally on the same page on the basics of the problem arising mainly from economic front, neglect and complete disdain of stakeholders, which are attributable to a complete lack of a positive relationship between parties in a social network.

Over the years, conflict in the region has been quite recurrent and devastating so much so that it undermined the social relations between and amongst oil companies (especially the Multinational giant, Shell), the Nigeria State, and oil-bearing communities in the region. This strain continued without appropriate and fundamental solution. The aftermath of this as Ibeanu (2000) stated, is that the people, (in this manner communities) rose up in serious protest against petro-business and its political allies. Shell, the Multinational giant company however became the obvious victim, as a result of the company’s greater footprint in the region and basically as a consequence of her belatedness in contriving clear-cut methodology to arrest the ugly

situation already created (see Figure 1.1 showing chronology of crisis in the region). Prior to the development of these negativities in the region, the Multinational giant's (Shell) direct contribution to community development was massive but without any clarity of purpose, hence the impact was completely unfelt. As corroborated by Okodudu (2008), Shell's funding of community development projects had overly increased within this period, yet did not amount to any substantial difference as oil-bearing communities were glutted in violence making productive activities very uncomfortable for the MNC. Unfortunately, it was clear from the emerging circumstances that the huge interventions to contribute to development in these communities only amounted to nothing, as the aggrieved communities in the region particularly Rivers state remained absolutely adamant and unappeased.

The continued violence in the region attracted the international community and obviously painted the Multinational Company malicious. This later led to a shift of strategies by the major players in the industry in a bid to launder their corporate image in the international community. Shell further intensified her funding of projects to communities to this end. In monetary terms, Okodudu maintained that Shell's annual expenditure in this direction increased from \$25m in 1994 to a whopping sum of \$60m in 2000. However, despite these determined efforts, the Company continued to pull steady and improved criticisms from its stakeholders, especially her host communities. It was clear from all angles that the company did not embrace corporate social responsibility in its plans in funding projects as it did not involve very key stakeholders in such decision to increase funding to enhance ownership of such projects and entrench sustainability. As such, the projects completely misaligned with community needs and ended up unused, abandoned, of course wasted.

Ibeanu (2000) in his position, stated that the renewed commitment adopted by multinationals were mere shift to rebrand their corporate image before the international community and nothing ethical. The attitude change was also geared towards maintaining a viable link with their host environment for the sole purpose of freedom-to-operate (FTO). Consequently, the claim in its review in 2009 that the Company (Shell) disbursed a superfluity of funds to the Nigerian State for the development of oil bearing communities. The joint venture operated by the Shell Petroleum Development Company (SPDC) contributed more than \$34 billion in the past four years (2005 – 2008). Similarly, Shell Nigeria Exploration and Production Company (SNEPCO) which manages offshore business in deep water for

the group - Shell Companies in Nigeria (SCiN), claimed to have paid nearly \$2 billion over the same period (Shell Review 2009), whereas the Niger Delta Development Commission, NDDC (a Federal Government Development Agency) had also claimed to have undertaken a total of 122 major infrastructural projects in Rivers State, ranging from roads, water projects, electrification and canalization projects and a host of others meant to enhance the social life of the oil-bearing communities. Unfortunately, the communities view these efforts as insignificant vis-à-vis the perceived value of resource exploitation in their environment; to that extent violence and conflicts equally received renewed commitment. During these times various reports had been made as to how to restore peace in the region, yet it appeared none were taken seriously. The most recent, however, being the non-implementation of the recommendations of the Ledum Mittee Technical committee on the Niger Delta. The report, according to Mefor (2010:2) which "prescribed 50% Fiscal Federalism – that is, partial resource control with at least 25% as starting point and the balance met in 5 ensuing years". This means the previously initiated measures were merely palliative and had no element of sustainability neither did they strengthen local inclusiveness in the sector. Therefore could not bargain for peace in the region.

There are laid down procedure to resolving conflicts, Nnoli (1998) would say, and when such arrangements and procedures have not been adopted, conflict would remain unabated. According to Onosode (2009) the current top-down approach to the endemic problem in the Niger Delta failed to deliver results that are simultaneously, socially and economically sustainable. This can be attributed to the lack of a common development framework and focus of Corporate Social Responsibility. The import of Corporate Social Responsibility in creating opportunities for sustained peace has been documented (Ioannou and Serafeim, 2014; Rangan et al. 2012; Bichta, 2003 and Fox et al. 2002); the problematic is basically a clear-cut dimension that embeds stakeholderhip. The gap in literature underscored the import of this work, as most relevant literatures comprehensively viewed conflict without underscoring the significant role of corporate social responsibility in creating restraints and opening up the atmosphere for peaceful co-existence. The paper is therefore interested in understanding the following questions, what are the reasons for the continuous resistance and restiveness of oil-bearing communities in the Niger Delta in spite of continuous funding of projects in the area? Are needs-based CSR projects likely to be the catalyst in reducing conflicts and violence in belligerent oil-bearing host communities

in the Niger Delta? Do projects and programmes initiated in oil-bearing host communities have the capacity to stimulate the local economy of the people thereby reducing conflict and violence?

1.1 Objectives

To determine the rationale behind continuous community resistance despite improvement in funding CSR projects.

To find out if corporate social responsibility (CSR) projects/programmes that are based on community needs are likely to mitigate social conflict in host communities.

To examine if implemented CSR projects can stimulate local economic growth and undermine conflict/violence in oil-bearing communities in the Niger Delta.

1.2 Hypotheses

The study has the following hypotheses:

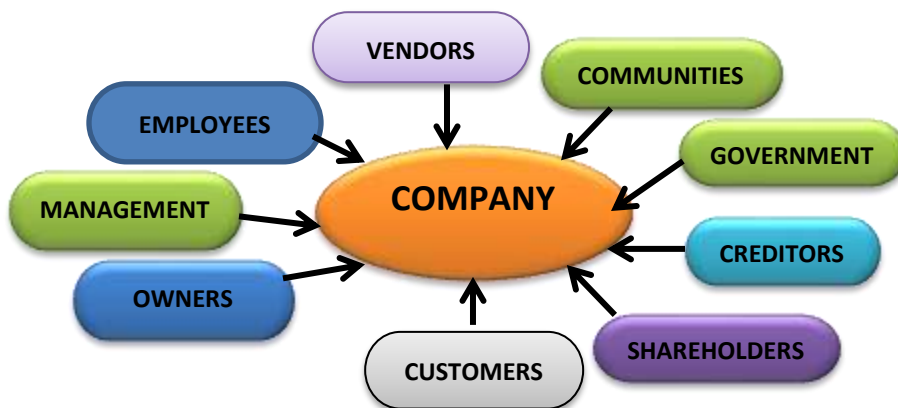
H₁. The more the increase in funding Corporate Social Responsibility projects, the higher the resistance from the communities.

H₂. The more CSR projects are based on community needs, the more grievance/social conflict are likely to reduce in the near future.

H₃. The more implemented CSR Projects/programmes stimulate local economy the lesser the social conflict in the area.

1.3 Theoretical framework

The theoretical framework for this study is the Stakeholders theory. Business survival in very recent times is tied to various factors. These factors or components as it were are external forces that impresses on the outcome of corporate business goals. In the stakeholder space these are more or less seen in the direction of negative and positive influencers. Businesses are not in isolation; as such business success in the 21st century is directly connected to the prosperity, stability as well as health of the society and communities where businesses operate. The idea that businesses do not exists in isolation rather means that every organization exists to deliver value to its stakeholders. The question here is who are stakeholders? According to Freeman (1984), stakeholders are “groups and individuals who can affect or are affected by, the achievement of an organization’s mission” (Amole et al. 2012:11). In a sense, stakeholders are divided into internal and external stakeholders and include everyone, anyone or any group who has interest in the business, who can equally affect and influence the business in diverse of ways. A critical feature of stakeholder theory is basically the identification of individuals and groups that businesses are accountable to (Anderson and Bieniaszewska, 2005). Through such identification, co-operation and interaction becomes essential for end-to-end benefits. There is no sustainable development without a good relationship and when there is no relationship, disputes, conflicts and violence become inevitable. Such scenario is never bargained for since business is all about profit and generating profits requires to a very large extent, a sane environment.



Source: Marcello Palazzi and George Starcher, 2006.

From a contextual perspective, the neglect of stakeholders in the Niger Delta over time has really fermented disputes and conflicts that did no one good. Supporting projects in the community without identifying and interacting with the stakeholders has always been a problematic that undermined both business success and community peace. In that

space, no amount of funds invested in projects can assuage conflicts, rather conflicts and violence are concomitantly renewed in the midst of increased projects funding. Realizing the importance of stakeholders in the business in the Niger Delta in the recent times have shown a progression towards sustainable development in many ramifications as both communities and the MNC can sit and reason identifiable impacts of a business decision and of course, the corresponding mitigation measures. When such co-operation and interaction takes place, value is shared for all parties involve and business becomes business for the communities and other stakeholders that are interested about development and for the corporation as well. As Freeman, would say, the best way to destroy shareholders value is to ignore stakeholders. Once stakeholders are recognized and involved in business decisions, the relationship towards success is already built.

2. Research Methodology

The study is purely a descriptive research based on a qualitative community survey method. The survey was carried out in the three senatorial districts of Rivers State namely: Rivers East Senatorial district, Rivers West Senatorial District and Rivers South-East Senatorial district. Rivers East and Rivers West Senatorial Districts consists of 8 local government areas respectively, while Rivers South-East Senatorial District is made up of 7 Local Government Areas. The cluster sampling technique was adopted in selecting communities within the senatorial districts. The adoption of this method is to enhance adequate coverage of the conceptual universe, since all communities in the specified local government areas could not be covered due to their vast geographical terrain and time constrain. Sample for the study (n=390, after distribution and collection of questionnaire) was determined using Taro Yamane method from a sampling frame of 5,198,716, which is the population of Rivers state (NPC, 2006). Whereas the questionnaire was the main instrument for data collection, data gathered was analyzed using both simple percentage and a non-parametric statistical technique - the Chi-square.

Socio-Demographic distribution of respondents

Fig 2.1: Socio-demographic data

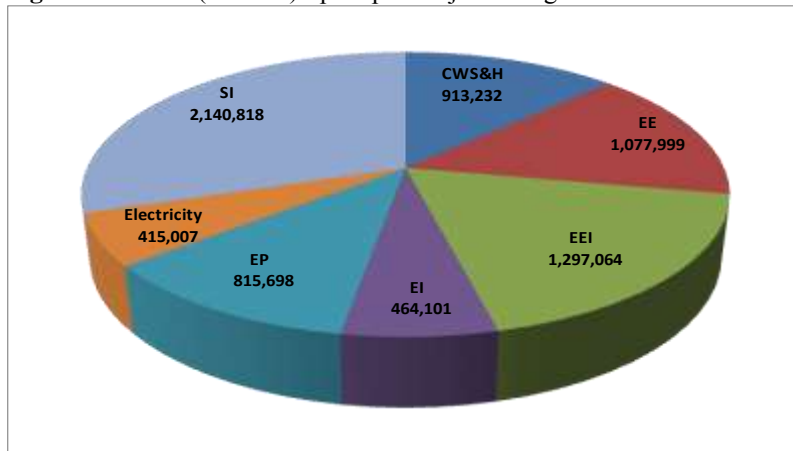
Age of Respondents		
Age	Frequency	Percentage
18-23	53	14
24-29	67	17
30-35	150	38
36 and above	120	31
Total	390	100
Sex of Respondents		
Sex		
Male	250	64
Female	140	36
Total	390	100
Education of Respondents		
Education		
Primary	89	23
Post Primary	211	54
Tertiary	80	21
Others	10	3
Total	390	100
Marital Status of Respondents		
Status		
Single	92	24
Married	270	69
Widowed	8	2
Divorced	20	5
Total	390	100
Occupation of Respondents		
Occupation		
Employed	90	23
Unemployed	89	23

Self-Employed	200	51
Others	11	3
Total	390	100
Religion of Respondents		
Religion	Frequency	Percentage
Christianity	311	80
Islam	12	3
African Traditional Religion	37	9
Paganisms	0	0
Others	30	8
Total	390	100

Figure 2.1 above provides data on the socio-demographic distribution of respondents. It reveals that majority of the respondents 150(38%) are within the age bracket of 30-35, while 120(31%) are 36 years and above. More of the respondents are males 250(64%), while 140(36%) of the respondents are females. The large population of males over females is based on household head status as defined by the target of the study. Hence we have more male dominated households than females. Educationally, the table shows that more of the respondents 211(54%) have post-primary education, 80 (21%) have tertiary education, while 10(3%) of them have other educational qualification. The data on marital status of respondents revealed that 92(24%) of the respondents are single, 270(69%) of them are married, 8(2%) of the respondents are widowed, while 20(5%) of the respondents are divorced.

The data on the occupational status of respondents revealed that 90(23%) of the respondents are employed, 89(23%) are unemployed, 200(51%) are self-employed, while 11(3%) of the respondents are engaged in other kinds of occupation. The table also provides data on the religious affiliation of respondents. It shows that majority of the respondents 311(80%) are Christians,12(3%) are Muslims, 37(9%) practice traditional religion, whereas 30(8%) worship something else.

Fig. 3.1: Amount (SN'000) Spent per Project Categories in Rivers State by SPDC (2007-2011)



Source: Sustainable Community Development Management Information System (2012).

In spite of looming hostility as shown in Figure 1.1 (see appendix), Shell Petroleum Development Company (SPDC) had continually increased her funding and execution of CSR projects in host communities, especially Rivers state. The pie chart above (Fig 3.1) shows the sum of values in Naira for completed projects in Rivers State between 2007 - 2011. Social Infrastructure (SI) had higher percentage (22%) in cost, followed by Economic Empowerment (EE) (18%), Education Program (EP) (17%) and Economic Infrastructure (EI) (16%). The level of GMoU (Global Memorandum of Understanding – a new framework used by Shell to relate with the host community) money accrued to Social Investment does not necessarily reflect number/quantity but an outcome of the capital intensive nature of component projects such as construction of roads, bridges, town-halls, toilets etc. The data shows significant spending in CSR which in most cases have not translated into commensurate human development needs in the communities.

Fig. 4.1: Reasons for Host Communities continuous Resistance Despite increase in CSR Spending.

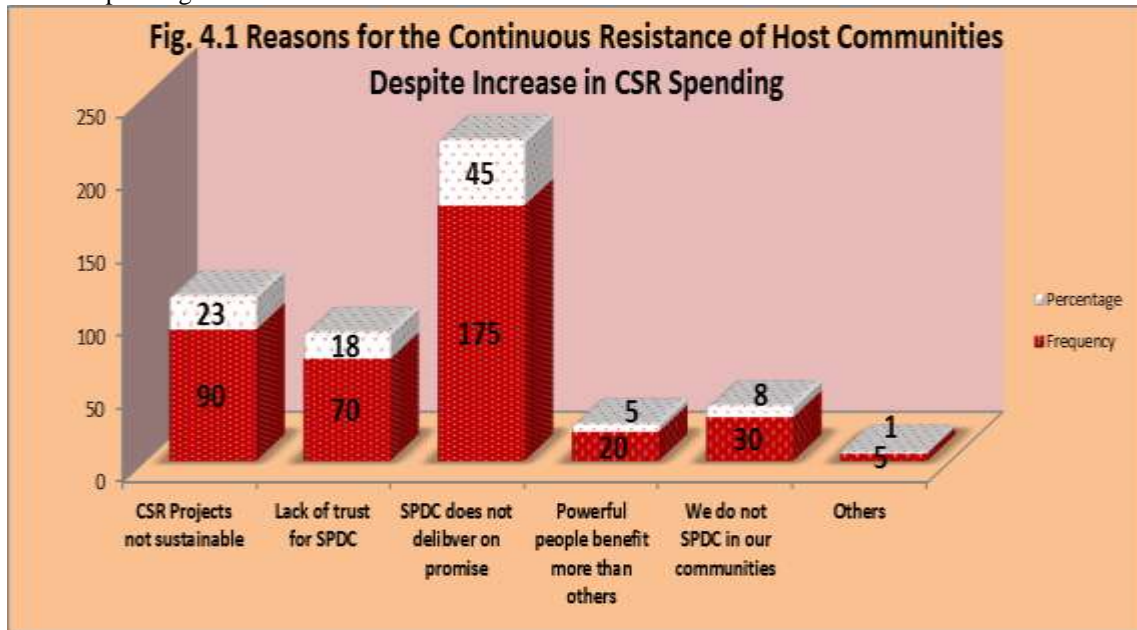
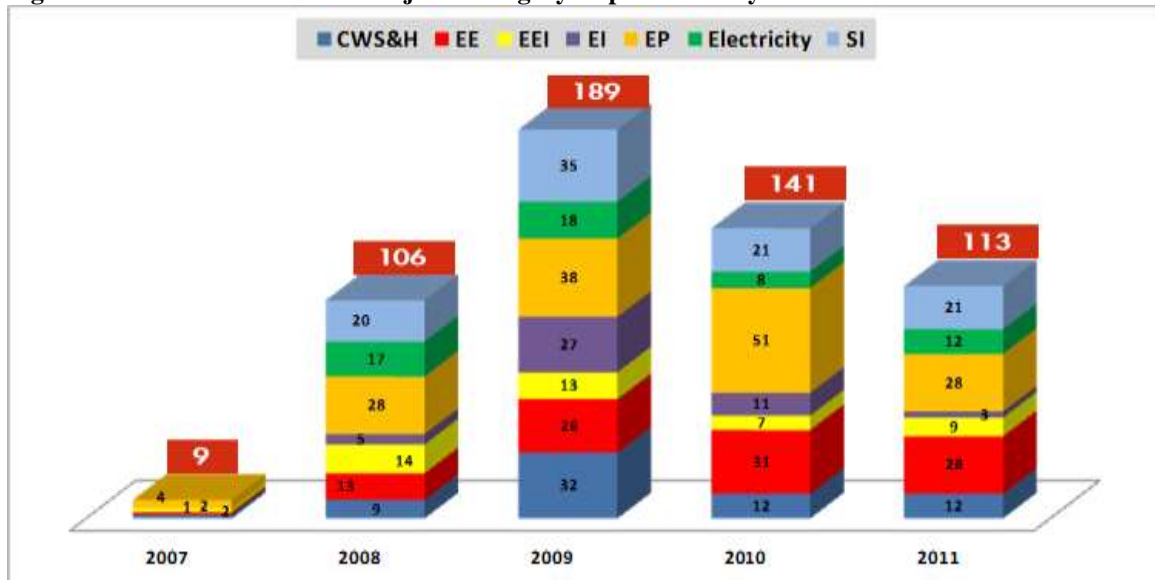


Figure 4.1 shows the various underlying reasons adumbrated for the continuous resistance by oil-bearing host communities. As shown above, a significant number of respondents 175(45%) point to the fact that SPDC does not deliver CSR commitments on time, 90(23%) of the respondents stated that CSR projects are not sustainable, 70(18%) of the respondents said they do not trust SPDC, 20(5%) of them said CSR benefits only goes to powerful people in the communities signifying the dominance of benefit captors, 30(8%) of the respondents said they don't want SPDC in their communities, while 5(1%) of them said other factors.

Fig. 4.2: Total Number of CSR Projects/Category Implemented by SPDC from 2007-2011



Source: SPDC Sustainable Community Development Management Information System (SCDMIS, 2012)

To re-emphasize Figure 3.1, Figure 4.2 above shows the total number of projects completed by SPDC in its host communities in Rivers State from 2007 to 2011. From the above Fig. 4.2, it can be seen that a total of 533 projects were completed within the period of (2007-2011) with three categories of project dominating CSR investment in the

State. They are education programme, Economic Empowerment and Social Infrastructure. This further highlights the preference for human capital over infrastructural development in the State. These completed projects however involve huge sum of monies and are located in various communities hosting SPDC’s business activities in Rivers state (one of the Niger Delta states) and these projects are supposedly to benefit the communities as it were. However, there are obvious gaps in CSR projects that tend to spark up grievance amongst community stakeholders, which explains the responses in Figure 4.1. In many instances, community members usually see CSR projects by SPDC as hurriedly done as such does not necessarily endure. We had to sample responses as to why this is so. The responses can be seen in the next diagram below.

Fig. 4.3: Factors responsible for Haphazard implementation of CSR projects.

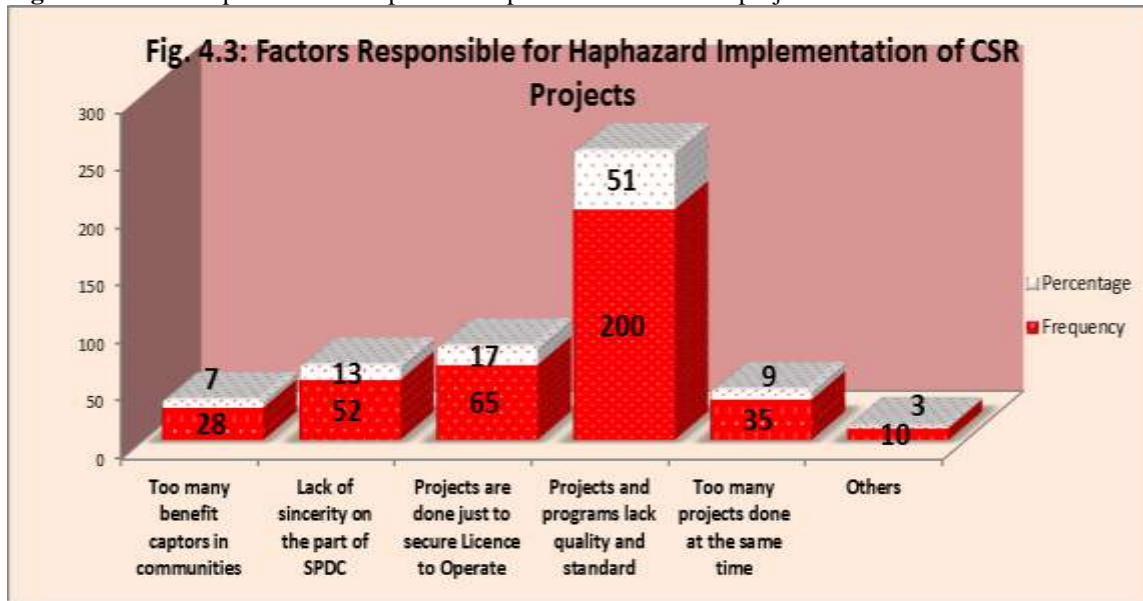
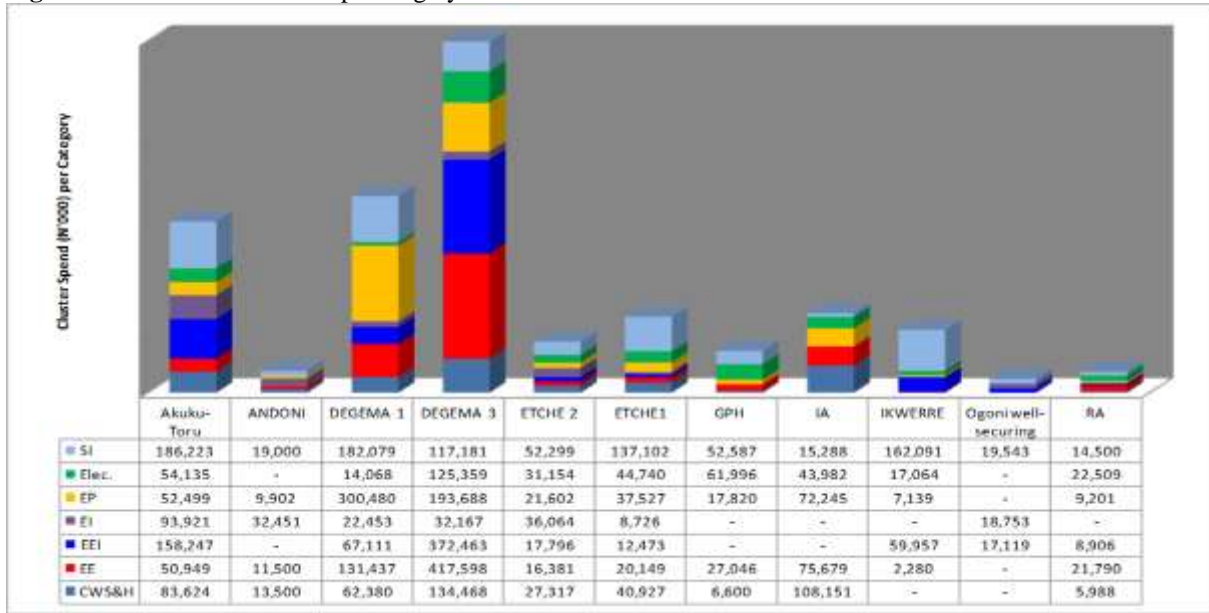


Figure 4.3 above shows data on the possible factors that are responsible for haphazard implementation of CSR projects in the State by corporate organizations such as SPDC. It is easy to see that a significant proportion of respondents 200(51%) point to the fact that CSR projects and programs lack quality and standard thereby making them unsustainable, 65(17%) of them said projects are done just to secure freedom-to-operate (FTO) rather than genuinely addressing development needs of the people, 52(13%) of the respondents said it is lack of sincerity on the part of Shell that is responsible for the haphazard nature of CSR projects and programs, 35(9%) of them said SPDC engages in too many projects at the same time, 28(7%) of the respondents said benefit captors in host communities undermine SPDC CSR efforts, while 10(3%) of the respondents said others.

Figure 4.4 below shows money value for completed projects in the different asset areas of SPDC in Rivers State. Aggregated spending analysis shows that Economic empowerment and Educational Programs had a summative value of 58% while other project categories shared 42% of aggregate expenditure. Project implementation spending is tied to certain criteria which inform the level of activities of SPDC in related areas. These activities however, are tied to production equation and the business objectives of SPDC as a company. Where the company’s productive activities are rather low in certain vicinities, the communities within that horizon would witness a rather low funding of CSR Projects and vice versa. As depicted by Fig 4.4 Degema and Akuku-Toru clusters witnessed more funding and completion of projects than any other areas within Rivers state. Also, in Degema, Etche and Greater Port Harcourt areas, there is a dominance of educational programmes, while others showed preference for economic empowerment or social infrastructure. This area based differentials in project implementation is a reflection of distinct and peculiar drivers for CSR in Shell.

Fig. 4.4: Distribution of CSR Spending by SPDC Asset Areas in Rivers State.



Source: SPDC' Sustainable Community Development Management Information System, 2012

Fig. 4.5: On Whether Initiated CSR Programmes can stimulate growth in the Local Economy of the People.

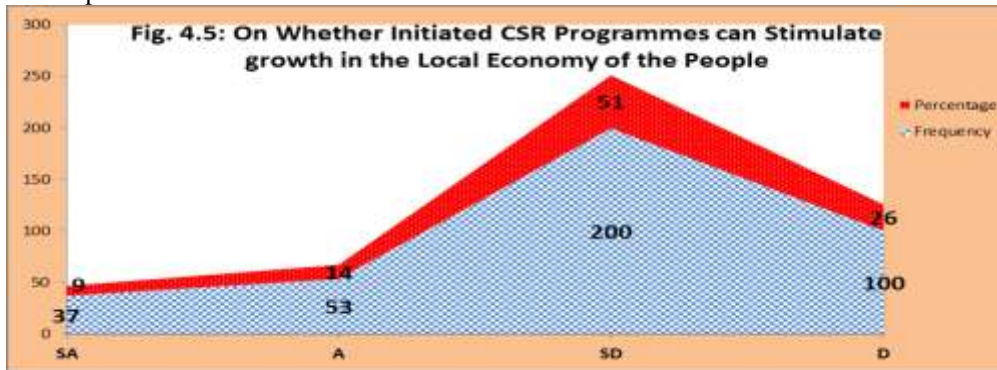


Figure 4.5 above shows data on whether CSR initiatives, projects and programmes can stimulate growth in the local economy of the people of Rivers State. From the above, it is easy to see that a significant number of the respondents 200(51%) strongly disagree to this item, 100(26%) of the respondents disagreed, 53(14%) of the respondents agreed, while 37(9%) of them strongly agreed. The reason for the negative response from respondents with respect to CSR projects and their inability to stimulate growth in the local economy of the people is likely to be related to the fact that such projects and or programs are not a reflection of the broad needs of the people. Hence, the people seem detached from the heavily funded projects implemented by SPDC.

2.2 Test of Hypotheses

The stated research hypotheses were tested using the Chi-Square statistical technique for a measure of relationship between observed and expected frequencies relative to the variables under study.

H₁. The more the increase in funding Corporate Social Responsibility projects, the higher the resistance from the communities

Senatorial District	Observed	Expected	o-e	(o-e) ²	(o-e/e) ²
Rivers East	100	125.64	-25.6	657	5.2325
	38	24.67	13.33	178	7.2026
	22	15.7	6.3	39.7	2.528
	15	8.97	6.03	36.4	4.0536
Rivers West	90	79.69	10.31	106	1.3339
	10	15.65	-5.65	31.9	2.0398
	8	9.96	-1.96	3.84	0.3857
	3	5.69	-2.69	7.24	1.2717
Rivers South-East	90	74.67	15.33	235	3.1473
	7	14.67	-7.67	58.8	4.0101
	5	9.33	-4.33	18.7	2.0095
	2	5.33	-3.33	11.1	2.0805
Total	390	χ²=35.29			

Source: Field Survey.

Decision rule: The generally accepted decision rule for the application of chi-square (χ^2) test states thus: Accept null hypothesis if calculated value is less than the table value and reject null hypothesis if the calculated value is greater than table value.

Therefore, since calculated value for χ^2 is 35.29 and table value is 12.59, the hypothesis which states that “the more the increase in funding Corporate Social Responsibility projects, the more the resistance from the communities” is hereby accepted. This leads us to conclude that there is a significant relationship between non pro-poor corporate social responsibility investment and social resistance in host communities.

Based on the above, it is quite obvious that current CSR projects and programmes in the state are not entirely pro-poor. This finding supports that of Moon (2001) who in his study on corporate social responsibility in Latin American Countries (LAC) has shown that in communities where pro-poor initiatives underpin the CSR of corporations there has been a significant experience of peace than in areas where poor and vulnerable people are left out of the initiatives.

H₂. The more CSR projects are based on community needs, the more grievance/social conflict are likely to reduce in the near future

Senatorial District	Observed	Expected	o-e	(o-e) ²	(o-e/e) ²
Rivers East	104	125.64	-21.6	468	3.7272
	23	17.95	5.05	25.5	1.4208
	24	15.71	8.29	68.7	4.3745
	24	15.71	8.29	68.7	4.3745
Rivers West	90	79.69	10.31	106	1.3339
	10	11.38	-1.38	1.9	0.1673
	5	9.96	-4.96	24.6	2.47
	6	9.96	-3.96	15.7	1.5745
Rivers South-East	86	74.67	11.33	128	1.7191
	7	10.67	-3.67	13.5	1.2623
	6	9.33	-3.33	11.1	1.1885
	5	9.33	-4.33	18.7	2.0095
Total	390	χ²=25.62			

Source: Field Survey.

As shown, calculated value for χ^2 is 25.62 and table value is 12.59, the hypothesis which states that “the more CSR projects are based on community needs, the more grievance/social conflict are likely to reduce in the near future” is hereby accepted. This means that there is a significant relationship between CSR policies/projects derived from needs assessment and reduction in social conflict in host communities. It is important to note here, that a sound

community development framework is often derived from an equally sound needs assessment. In other words, when CSR projects and programmes reflect the needs of all social groups in the host communities, the initiatives will be inclusive and the people will own the outcomes of the needs assessment. This finding supports that of Breane (2007) whose study showed a positive correlation between needs assessment and sustainable community development projects through CSR.

H₃.The more implemented CSR Projects/programmes stimulate local economy the lesser the social conflict in the area.

Senatorial District	Observed	Expected	o-e	(o-e) ²	(o-e/e) ²
Rivers East	112	127.88	-12.9	166	1.2973
	21	16.6	4.4	19.4	1.1663
	22	16.15	5.85	34.2	2.119
	20	14.35	5.65	31.9	2.2246
Rivers West	88	81.12	6.88	47.3	0.5835
	9	10.53	-1.53	2.34	0.2223
	6	10.25	-4.25	18.1	1.7622
	8	9.11	-1.11	1.23	0.1352
Rivers South-East	85	76	9	81	1.0658
	7	9.87	-2.87	8.24	0.8345
	8	9.6	-1.6	2.56	0.2667
	4	8.53	-4.53	20.5	2.4057
Total	390	$\chi^2=14.76$			

Source: Field Survey.

Calculated value for χ^2 is 14.76 and table value is 12.59, the hypothesis which states that “*The more implemented CSR Projects/programmes stimulate local economy the lesser the social conflict in the area*”, is hereby accepted. Meaning, a positive relationship exists between effective corporate social responsibility investment and economic growth, employment and concomitant reduction in social conflict in host communities. This finding aligns to previous works, Adeyemi (2005) and Breane (2007) who also found in their respective study that in areas of the Niger Delta where CSR projects have been effective and needs-based, local economic activities have been stimulated. This has invariably led to employment for youths thereby reducing potentials for conflict in such areas.

3. Conclusion

SPDC over the period had made concerted efforts towards addressing the perennial conflict that continues to engulf her host communities. However, the failure of the evolved community development paradigm through corporate social responsibility had been identified as the principal cause of the conflict in oil bearing communities in the Niger Delta. The study therefore concludes that the failure of CSR policies and projects of SPDC in Rivers State provided the platform that ignited conflict in oil bearing communities over time. This is as a result of the failure of the executed projects and programmes to transform and improve the economic base of the

local people. Therefore, the local people resorted to conflict as a form of expression of their dissatisfaction against the perceived dislocation from the resources at their door-step and the destruction of their traditional economic activities without commensurate benefits.

It is the conclusion of this study that the haphazard execution of projects that has undermined community acceptance of projects and policies is politically motivated. This is to create an impression that the development of host communities is a priority of SPDC. This is responsible for non-sustainability of executed projects and programmes. Hence the periphery projects embarked upon is done to secure freedom to operate (FTO) and rebrand corporate image in the international community to the detriment of oil-bearing host communities.

After a logical examination of the above findings and conclusions, it is recommended that SPDC should adopt a new approach towards pro-poor based corporate social responsibility investment. These projects should be sustainable and standardized geared towards the economic and structural transformation of the local people. A sustainable structural framework consisting of development partners, communities’ representatives, government and SPDC officials should be put in place to coordinate corporate social responsibility projects. This will ensure that projects and programmes attain the required quality and standard capable of

addressing the developmental challenges of the people. SPDC should incorporate the local community people as stakeholders in the distribution of surpluses and conduct broad needs assessment of the host communities and execute projects and programmes that would stimulate economic growth of the local people. Going forward, this study recommends that future studies should rather investigate the implications of community internal rivalry and development in oil bearing communities as well as engage a comparative analysis of conflict management strategies of multinationals oil companies in the Niger Delta using a rather more robust parametric statistical technique and perhaps larger sample.

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